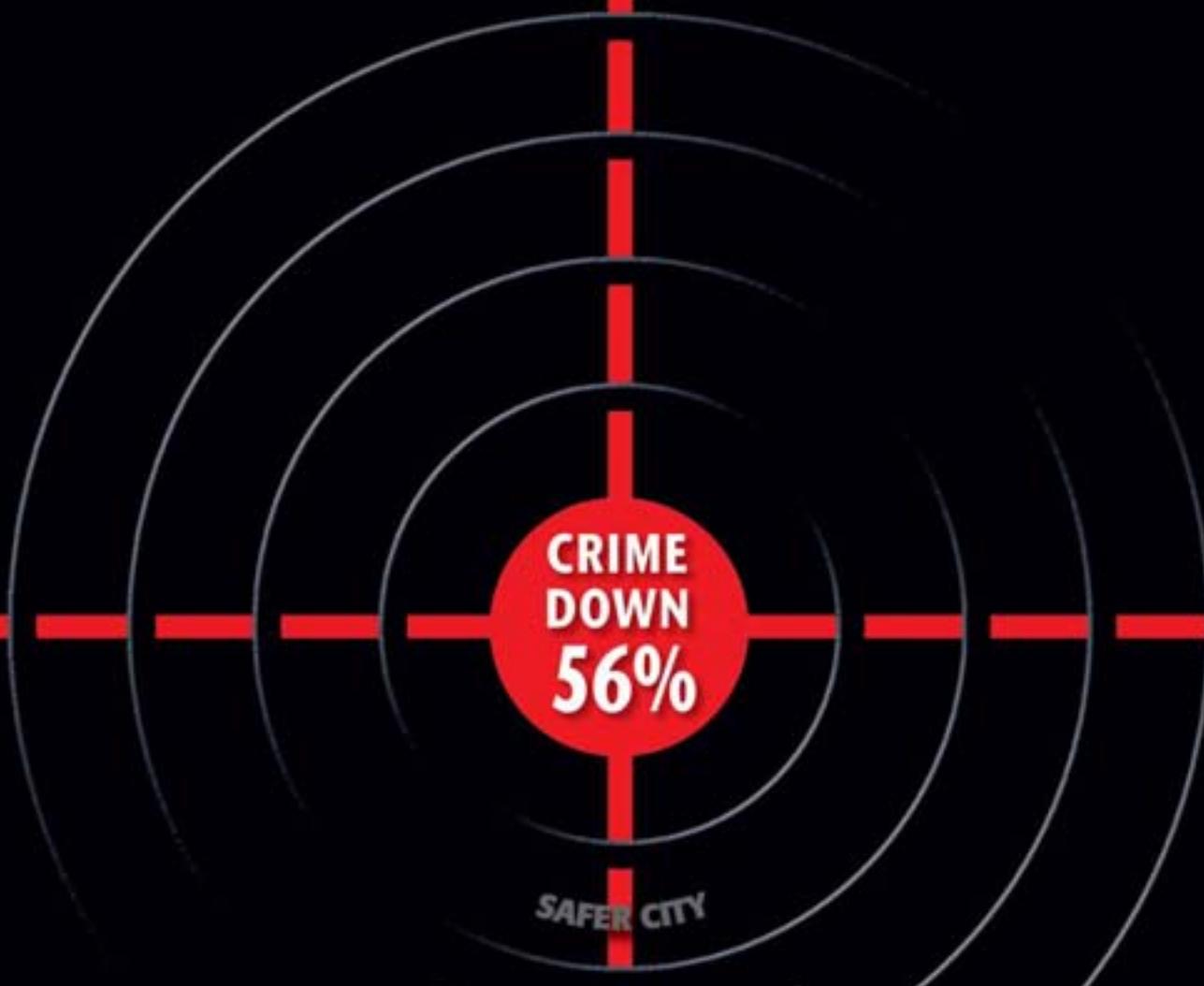


FOCUS ON FOUR
Crime Reduction Plan



We changed the way we do business and it worked. Now we have documented our success to share it with others. It's called the Focus On Four Plan. This plan, along with unwavering commitment from our officers, reduced crime in the City of Tampa an astonishing 56% in the last seven years.



Photo: ©Rob Harris



A Letter from the Mayor

As Mayor of the City of Tampa, I have the privilege of witnessing first hand the dedication and commitment you put forth each day as members of the Tampa Police Department.

When I first took office, Tampa led the nation in crime compared to other cities our size. We knew that something had to be done to change this trend. As a department, you studied these statistics and developed a progressive crime-fighting strategy that even today continues to evolve and improve. Through leadership, the willingness to try new ideas, and the creative deployment of resources, the Tampa Police Department has successfully created a safer community for our residents.

You have worked hard to reduce crime in our neighborhoods and over the last seven years we have realized a dramatic 56% reduction in part one crimes. Tampa Police Officers have prevented thousands of people from becoming victims of crime. You should take much pride in all you have accomplished. We are a safer place to live and work – you have improved the quality of life in our city and I thank you for all you do.

Sincerely,

A handwritten signature of Pam Iorio.

Pam Iorio



Photo: Mike Simpson

A Letter from the Chief

Every Tampa Police officer and employee should be proud of the role they have played in reducing crime in our city. I do not believe there is another community that has so dramatically improved the safety of its citizens. This amazing success was achieved through the proactive work of Tampa Police officers and the vigilance of citizens and community organizations that partnered with us.

The FBI's UCR Part 1 crime report shows Tampa's crime rate dropped 15.8% in 2009. During the seven years of Mayor Pam Iorio's administration, crime has been reduced 56%. This reduction translates into 20,000 fewer crime victims. That number says without a doubt, Tampa is a safer city!

We revamped our daily approach to crime fighting in 2004 by decentralizing the department, increasing accountability, focusing on proactive community policing and addressing all crime with a sense of urgency. We finally named our ever-evolving policing philosophy last year. The name, **Focus on Four**, was a natural choice as we have four guiding principals that focus on four high volume pattern crimes. Reducing those specific offenses drives down all crime in our city.

We will continue to build upon our success by adjusting our deployment to combat new crime trends. We are also committed to finding new ways to partner with our citizens as we depend on those relationships to prevent and solve crimes. We are confident that we will continue to lower crime in 2010, making Tampa an even safer city.

Sincerely,

A handwritten signature of Jane Castor.

Jane Castor

FOCUS ON FOUR
Crime Reduction Plan

**The Mission of the Tampa Police Department is to Reduce Crime and Enhance
the Quality of Life Through a Cooperative Partnership with all Citizens.**

The Big Four

1

BURGLARY

2002: 6,283
2009: 3,501
- 44.2%

2

ROBBERY

2002: 2,354
2009: 909
- 61%

3

AUTO BURGLARY

2002: 5,386
2009: 2,158
- 59.9%

4

AUTO THEFT

2002: 6,720
2009: 1,361
- 79.7%



CRIME
DOWN
56%

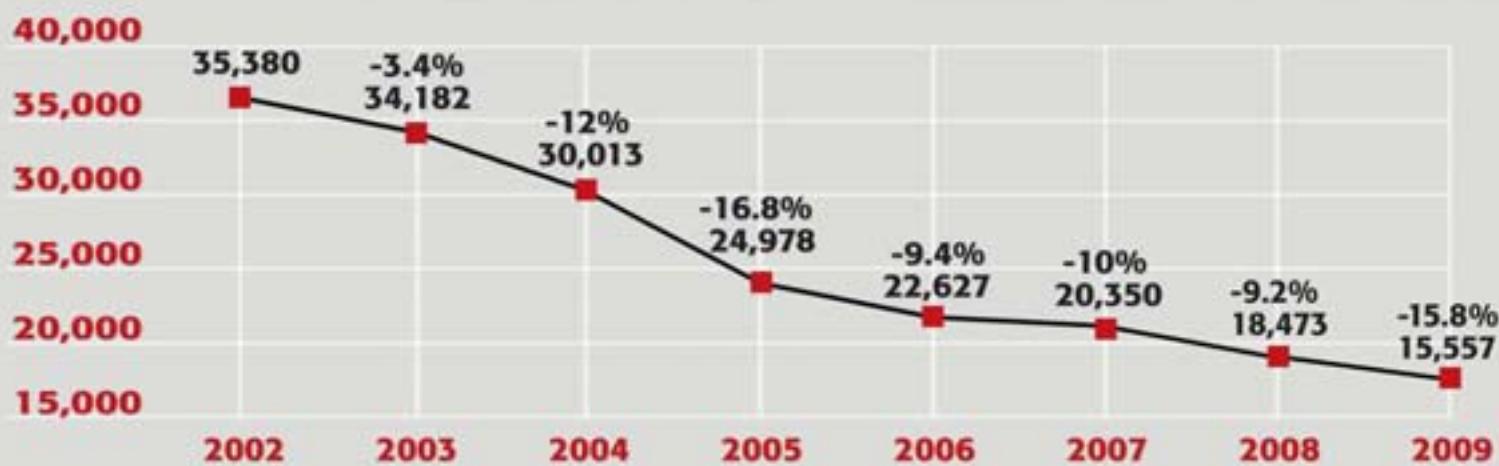
CITY OF TAMPA:

Miles ...116.1 square miles
Citizens333,040
Police Officers992
Officers
per 1,000 residents2.92



The Tampa Police Department has far exceeded state and national averages
of reducing crime for the seventh consecutive year.

2002 - 2009



The City of Tampa has achieved a 56% reduction in crime over the past seven years under the leadership of Mayor Pam Iorio. This was accomplished through the launch of a new policing philosophy that was eventually named Focus On Four. It is comprised of four guiding components that target four high volume pattern crimes. The plan launched a dramatic change in police culture from the traditional, reactive mode to a new, proactive approach. The administration restructured the organization to ensure this new philosophy became integrated into every aspect of the department. As a result, there were almost 20,000 fewer crime victims in the City of Tampa over the past seven years.

This report illustrates the path the Tampa Police Department navigated to achieve this level of success. The journey began with Mayor Pam Iorio, who upon taking office in 2003 immediately laid out a plan to make Tampa a safer city. She realized that Tampa had one of the highest crime rates for a city its size, and something had to be done about it. The department launched its new progressive approach to crime fighting. The Focus On Four Plan continues to evolve on a monthly and sometimes weekly basis.

Components of the Focus On Four Plan

- ⦿ **Redistribution of Tactical Resources**
- ⦿ **Intelligence Led Policing**
- ⦿ **Proactive and Preventative Policing Initiatives**
- ⦿ **Partnering with the Community**

The plan primarily targeted four high volume crimes: burglary, robbery, auto burglary and auto theft. While the reduction of those crimes alone had a dramatic impact on the community, the ripple effect of catching those criminals profoundly reduced the more violent crimes. Historical crime analysis shows that people who commit more violent crimes also commit a large percentage of the Big Four crimes. Focusing on these four pattern crimes indirectly reduced the overall crime rate 56% over the past seven years.

VIOLENT CRIMES

2002	2003	2004	2005	2006	2007	2008	2009
6,289	5,733	5,178	4,707	3,839	3,575	2,975	2,597

A line graph titled 'VIOLENT CRIMES' showing the number of incidents per year from 2002 to 2009. The y-axis ranges from 0 to 7,000. The data points are: 2002 (6,289), 2003 (5,733), 2004 (5,178), 2005 (4,707), 2006 (3,839), 2007 (3,575), 2008 (2,975), 2009 (2,597). The line shows a steady decline in the number of violent crimes over the period.

PROPERTY CRIMES

2002	2003	2004	2005	2006	2007	2008	2009
29,091	28,449	24,835	20,271	18,789	16,775	15,498	12,960

A line graph titled 'PROPERTY CRIMES' showing the number of incidents per year from 2002 to 2009. The y-axis ranges from 0 to 30,000. The data points are: 2002 (29,091), 2003 (28,449), 2004 (24,835), 2005 (20,271), 2006 (18,789), 2007 (16,775), 2008 (15,498), 2009 (12,960). The line shows a steady decline in property crimes over the period.



Photo: Tammie Bishop

Redistribution of Tactical Resources:

The administration launched a new, proactive approach to policing to improve upon the more traditional concept of responding to 911 calls. Managers and officers were responsible for tracking the crimes in their area and then devising daily attack plans to solve those crimes and prevent future offenses. To ensure this new philosophy was achievable, the city was divided into three smaller, more manageable geographic districts. The majors who commanded these districts were provided specialized resources and the latitude to deploy them as they deemed necessary. The goal was to attack emerging crime patterns and trends that were unique to each geographic area.

Buy-In:

Lack of follow-through causes many good plans to fade away. To solicit buy-in from the department and the community, the staff displayed a consistent and unwavering commitment to the Focus On Four Plan. The plan became our way of life and was communicated on a daily basis, from roll calls to community forums. Every member of the department understood how their job performance would impact the crime rate.

Intelligence Led Policing:

Tracking offenses as they occurred became a critical element of the new crime reducing tactics. To perform this tracking, each district was assigned a crime analyst to provide daily intelligence. They created a daily report that identified when particular crimes were occurring, how and where the crimes were being committed, and who the likely offenders were. This information allowed for a much more efficient and effective deployment of crime fighting resources.

Proactive and Preventative Policing Initiatives:

Each officer and employee was rewarded for displaying initiative that embraced the Tampa Police Department's annual crime reduction goals. These goals were distributed department-wide to ensure each officer developed a vested interest in reaching them. The department then launched a series of proactive initiatives that focused on the Big Four. Each of these operations indirectly reduced violent offenses because criminals who commit a series of burglaries may be more likely to commit an aggravated assault or worse.

Partnering with Community:

A department-wide philosophy of Community Oriented Policing permeated the organization. Proactive communication with community leaders and cooperative partnerships with neighborhoods also helped reduce crime and improved the quality of life. Ironically, most of the 'new' proactive techniques were implementation of long established and recognized methods of police work that were bundled into a new, more comprehensive approach. It was all designed to address the unique crime issues in Tampa.

The executive staff understood it would have to take the steps explained below to successfully implement the Focus on Four Plan.

Simplify the Mission:

The mission statement needed to be simple enough for the entire department and community to understand, internalize and embrace. As a result, a simple and direct mission statement was developed focusing on crime reduction. This mission statement became engrained in every aspect of our department and developed into our guiding principle. It established measurable crime reduction as the basic tenant of the administration. *"The mission of the Tampa Police Department is to reduce crime and improve the quality of life through a cooperative partnership with all citizens."*

Police-Initiated Activity:

As the Focus On Four Plan was implemented, it became obvious that officers would still need to handle the large number of calls for service while initiating crime reducing activities. Positive recognition for increased proactive patrols became the standard. Officers responded by increasing proactive police calls by 114.1% over the past seven years, while calls for service from the public decreased 12%.

CALLS FOR SERVICE:

2002 Dispatched: 251,154
Proactive Police Calls: 183,297
TOTAL 2002: 434,451
2009 Dispatched: 220,914
Proactive Police Calls: 392,516
TOTAL 2009: 613,430

Accountability:

Every member of the Tampa Police Department was held accountable on a variety of levels. Performance measures were put into place for supervisors and officers, and were relentlessly followed up on. There were and continue to be no exceptions when it comes to being accountable for reducing crime, whether the position be that of chief of police, crime scene investigator or records custodian.



Photo: Tammie Bishop

Redistribution of Tactical Resources

In order to hold officers and supervisors accountable for crime, the administration took steps to ensure that everyone had all the tools necessary to combat crime. It began by dividing the city into three smaller, more manageable districts. Then, as part of the reorganization process, specialized resources were moved out of central police headquarters and redistributed to the districts. These resources included: street level drug squads known as QUAD (Quick Uniform Attack on Drugs), and pattern crime squads known as SAC (Street Anti-Crime). The department eventually combined these plain clothes squads to create (ROC) Squads, Rapid Offender Control Squads, assigned to each district. The executive staff slowly expanded decentralization to include Auto Theft, Robbery and Economic Crimes Detectives, School Resource Officers and Neighborhood Liaisons. Assigning these officers and employees to the districts allowed each to become its own autonomous police station. The majors would deploy officers as they saw necessary to combat the unique district issues. The officers and employees also adopted a more proactive and urgent approach to policing. Using a 'swarm' mentality, all available units would respond to in-progress calls to increase the chance of capturing the suspect and preventing future crimes. In addition, most offenses were investigated from start to finish at the time of the initial report. Very few cases were referred to a detective for latent investigation.

The decentralization of resources also placed officers and employees in close proximity to the citizens they served. This allowed the formation of intimate working relationships and a first hand knowledge of the issues in the assigned geographic areas of responsibility.

To effectively combat crime, the district majors began closely monitoring the Uniform Crime Report (UCR). The yearly crime report of all cities is derived from the UCR. This report was developed by the FBI in 1930 as a way of standardizing jurisdictional crime measurements throughout the nation. The UCR tracks seven crimes that include murder, rape, robbery, aggravated assault, larceny-theft, auto theft and burglary. Statutes and crime definitions vary from state to state. UCR is the mechanism by which the national reporting is standardized.

An essential performance measure of the Focus On Four Plan was accurate reporting of crime in Tampa. Internal reporting guidelines were fine-tuned and all supervisors received in-depth training. This training ensured crimes were reported by correct UCR standards.

Intelligence Led Policing

Tracking offenses as they occurred became a critical element of the department's new crime reducing tactics. It allowed the district majors to deploy the newly decentralized resources to attack emerging crime patterns and trends as urgently as possible. To provide this real-time intelligence information, the department formed the Crime Analysis Unit and assigned each district an analyst. A daily analytical report was created that identified when, how and where the crimes were being committed, and who the likely offenders were. This information allowed for a much more efficient and effective deployment of resources.

The first step in launching intelligence-led crime fighting was to reconfigure the department's records system to create a data warehouse. It enabled our crime analysts to easily access data and produce daily reports for the districts. These reports detailed crimes committed in a 24-hour period and compared each day's crimes to the previous month and to the same month from the prior year. Supervisors closely followed the Big Four, as these offenses accounted for the majority of crimes committed. Success was evaluated based on the crime rate reduction for that month, as compared to the same month the prior year.

The computer mapping of crime data was completed on a weekly and monthly basis. Commanders and officers easily determined where crimes were being committed geographically

SAFER SCHOOLS

"The relationships the School Resource Officer has built with the students have helped reduce crime in our school. He's always visible; walking around campus and talking with the kids. He gets to know them so they feel comfortable reaching out to him."

**— Dr JoAnn S. Redden,
Principal of Van Buren
Middle School**

and were able to utilize the information from these maps to assist in decision making and strategies.

In order to ensure the highest level of accountability, the Tampa Police Department instituted a monthly review process termed the Comprehensive Police Performance Effectiveness Review or COPPER for short. The COPPER reports contained high-level detail on all crime and related responses for each district. The Assistant Chief of Operations reviewed these reports at monthly COPPER meetings. This allowed for a department-wide review and analysis to make sure each district was doing its part to effectively reduce crime. In essence, they became the report card for district commanders and their staff. This paradigm shift of expecting officers and police commanders to proactively reduce crime would often create a highly charged atmosphere at the COPPER meetings.



Photo: Tammy Bishop

Proactive and Preventative Policing Initiatives

Once a clear and simple mission was developed, district commanders were assigned all the resources necessary to combat crime in their area. Each district major received real-time intelligence to deploy their resources effectively; thereby, raising the level of accountability at all levels of the organization. A department-wide cultural shift from only responding to 911 calls to a new, proactive approach energized the officers. As they saw their efforts making a difference, the enthusiasm and morale grew. A sense of urgency permeated every call, even the most minor of crimes. That momentum prompted officers to develop initiatives to address crime problems specific to their assigned areas. The response was overwhelming. Listed below are a few of the countless successful initiatives.



Rapid Offender Control Officers, known as ROC, focus on high crime areas called Offender Control Zones. They are armed with intelligence about repeat offenders and crime patterns in their zones so they can more rapidly identify suspects, solve crimes and prevent additional crimes from occurring. These officers immediately begin the follow up investigation in concert with Patrol before a detective is assigned to a case. One of the

ROC Officers is working in each Offender Control Zone around the clock. The crime problems of each hot zone determine if ROC officers focus on street level narcotics, burglaries, prostitution, robberies or other crimes. A tactical lieutenant oversees the day to day crime patterns and deployment of the ROC officers. They coordinate between Patrol and District Detective Squads to ensure all entities are sharing intelligence and working together to address crime patterns. This supervisor also serves as a key point of contact for citizens, which has enhanced working relationships with the community.

RAT Attack

Over the past seven years, auto thefts in the city have dropped 79.7%. In 2002, stolen vehicles reached an unacceptable high of 6,720 vehicles. By 2009, that number declined to 1,361. Because of the department's efforts, there are 5,359 less auto theft victims.

Crime analysis showed juveniles or young adults stole the majority of the vehicles, quite often to use in other crimes. The aim was to reduce auto thefts while limiting pursuits as much as possible. As a result, the Reduce Auto Theft Program (RAT) was established. Crime analysts identified juveniles who were known auto thieves and mapped the areas around their homes for stolen and recovered autos. Each recovered stolen car was thoroughly processed for

prints and the MO, modus operandi, noted. Analytical information was provided to officers weekly that included suspect photos, locations, wanted information, patterns and any other useful information.

Supervisors utilized the Street Anti-Crime Squads to focus intently on auto theft through surveillance. They would patrol in unmarked vehicles with a computer, running tags of suspect vehicles. When a stolen car was located, they would coordinate a "box in" technique that would allow apprehension without a pursuit. Word spread fast that it was not just marked units looking for stolen cars. To ensure charges were not dropped, officers transported suspects to court to face prosecution. Street officers then enforced court ordered curfews and house arrests on juveniles convicted of auto theft. As the auto theft numbers dropped, so did associated auto burglaries.

School's Out - Zero Tolerance Is In

Crime analysis indicated that crime increased during the summer months when school was out.

After seven years of these initiatives, summer crime is down 51% in Tampa.

Each of the three districts formulated plans that would attack crimes committed by juveniles. Analytical information provided the times, locations, types and patterns of juvenile crime. Grant

SAFER STREETS

"Our quality of life is better and our streets are safer because the police have eliminated the open market drug sales. It's much quieter now and that's the way we like it! This community oriented policing is an effort to take back our neighborhood and it's working."

**— Joseph Robinson,
Sulphur Springs Action
League President**

funding was utilized to provide extra patrols at the appropriate times and places. School Resource Officers were placed in the high crime areas to provide historical knowledge of the law breakers. Reassigned resources were placed in those locations with a target-rich environment such as malls, hotels and tourist attractions. Each year, a new plan was constructed using the who, what, when, where and how of the previous summer.

The summer initiatives were kicked off in each district with a positive event that included a job fair, life skill instruction, food and games. Everyone was made aware of positive alternatives through Parks and Recreation programs and private partnerships. They were also reminded of the police department's zero tolerance on juvenile crime. The crime rate during the summer months declined every year from 2002 to 2009.



Photo: Tammie Bishop

Proactive and Preventative Policing Initiatives (Continued)

Operation Safe Shopper

Innovative operations cut holiday crime 61% in the shopping areas.

Each year, crime spiked in the shopping corridors during the holidays and summer breaks. To combat this rise in crime, Tampa Police found new ways to fight old crime through innovative operations. Officers on horseback, motorcycles, bikes and unmarked vehicles saturated the mall parking lots to prevent auto burglaries, auto thefts and robberies. School Resource Officers were utilized to identify those juveniles on mall property who were committing property crimes. We provided common sense crime prevention tips through a media blitz. Crime Prevention officers also placed personalized flyers on cars informing owners of items left in plain view that would tempt a criminal. The objective was twofold: to educate citizens on how to avoid becoming a victim of crime and to send a strong message to the criminals on the increased police presence.

Strategic Investigations Bureau

The Tampa Police Department's new approach to narcotic investigations has resulted in the dismantling of 27 drug trafficking organizations and disbanded 39 drug distribution cells.

The Narcotic Bureau that targeted upper level drug traffickers citywide coordinated its efforts with the street level drug squads known as QUAD (Quick Uniform

Attack on Drugs) starting in 2004. Through citizen complaints, officers identified areas known for "open air" drug sales or areas where drug sales fueled other crimes. QUAD Squads identified those responsible for the street level sales and the Narcotics Squads ascertained and targeted the upper management of suppliers to those street dealers. QUAD Squads conducted routine street buys and made arrests, while coordinating intelligence with the Narcotics Squads. The Narcotics Unit most often employed Title III Wire Intercepts, referred to as wiretaps, in these investigations. This identified and secured criminal charges on the entire organization that supplied the street level dealers.

Consequently, the police investigation dismantled the entire organization and eliminated the source of the problem including the main supplier, mid-management, and street dealers. This strategy had the benefit of immediately stopping the drug sales and removing a large criminal element from the neighborhood. These operations often led to other suppliers and organizations affecting the city. These investigations cleaned up the neighborhoods for citizens and thereby solidified partnerships between the police and community.

Diverting Juveniles From Committing Crimes

When analyzing repeat offenders, the Tampa Police Department found that while juveniles do not commit the majority of crimes, a significant percentage of juveniles were committing an inordinate number of offenses. Most of these offenses comprised the Big Four: auto theft, robbery, burglary, and auto burglary. A determination was made that the crime rate could be impacted by targeting these juveniles and diverting them from a life of crime to constructive programs that would set them on the right track. In 2005, the Tampa Police Department began the Worst of the Worst Initiative, known as WOW. This program targeted those juveniles who had lengthy arrest records.

When convicted of a property crime, juveniles were placed on sanctions, as opposed to adult probation. Disobeying these sanctions was an administrative and not a criminal violation, thus there was no additional punishment. It was found that juveniles arrested for auto theft would not show up for court, as there were no consequence. After a few continuances, the victim would give up and the charge would be dropped. An agreement with the court system allowed officers to receive notification of court dates so officers could take proactive action and transport the juveniles to court and ensure their attendance.

SAFER NEIGHBORHOODS

"Crime in East Tampa is now at an all time low. Citizens and officers are on the same team and we are very pleased with the improvements in our community."

*— Evangeline R. Best,
East Tampa Community
Revitalization Partnership
Chairperson*

Juvenile Fast Track

The police department also worked to create a fast track in the court system for repeat juvenile offenders. Chief Castor met with juvenile judges, the State Attorney, Public Defender and the Juvenile Assessment Center to establish a system that ensured a habitual juvenile offender's case was resolved within 21 days. This allowed the juvenile to face swift consequences while also being provided with social services to help steer them away from a life of crime. This program has cut down on the revolving door of juveniles being repeatedly arrested without facing a penalty or getting help.

Research indicated that most juveniles receiving sanctions had a curfew that no one was enforcing. Zone officers were assigned to check on the WOW juveniles within their zones. Then, they transported anyone violating the curfew to the Juvenile Assessment Center. If school attendance was part of the sanctions, School Resource Officers

FOCUS ON FOUR
Crime Reduction Plan



Photo: Tammie Bishop

Proactive and Preventative Policing Initiatives

(Continued)

were assigned to check on the juveniles daily. There was also a heavy focus on truancy. By keeping the students in school, crime in and around the schools decreased.

As a result of the focus on these juveniles, property crimes dropped dramatically, specifically auto thefts and auto burglaries.

This strongly suggested that if there was oversight and consequences for committing crimes, some criminally inclined juveniles would avoid illegal activity.

Based on the success of our WOW initiative, we began focusing on those adults who commit large numbers of big four crimes.

Partnering with the Community

The department's Community Oriented Policing philosophy established and maintained an open line of communication and mutual trust with the community. These positive relationships continue to be a cornerstone of the department's crime reduction success. By virtue of our partnerships with the community, our mission of crime reduction became their mission as well.

Our officers were tasked with identifying the needs and concerns of those living or working in the areas they patrolled. The benefit of these relationships could be seen in every neighborhood. They took the form of citizens riding with officers to address prostitution in their neighborhood, calls reporting suspicious activity that led to arrests for property crimes, and roll calls held in residents' front yards. It became rare to find someone in an actively involved neighborhood who didn't know the names of officers who patrolled their area.

An integral part of our Community Oriented Policing was Neighborhood Watch. After all, who knows a neighborhood better than those who live and work there? We counted on citizens to truly act as the eyes and ears of the community.

A collaboration of residents, neighborhood watch members, civic association groups, business partners and neighborhood mobile patrols were critical to the department's crime reduction success. Another benefit is when media stories focus on police

actions, the established relationships with neighborhood leaders help to balance the community's perspective.

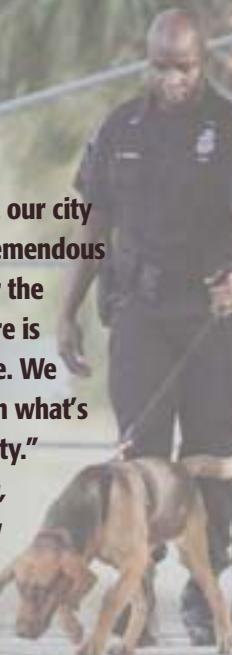
As part of our reorganization, the Neighborhood Affairs Liaisons were decentralized and assigned to each district. Instead of having limited contact with the community through monthly meetings, these employees became part of the "front line" of each district's day-to-day operations. Web sites and email trees were used to send real-time information. Crime prevention tips, crime alerts and arrest information were consistently emailed. The Public Information Office created an external publication that was sent to the community and posted on the city's web site. The publication highlighted what the department was doing to keep the community safe. It also educated citizens on how they could get involved in the department's daily efforts to improve their neighborhoods. The publication was downloaded over 50,000 times in its first year online. This constant communication and combined effort became essential in our efforts to reduce crime.

Citizen and police interaction can truly be described as a "team effort." The community shared in both celebrating our successes and shouldering responsibility for areas that still need improvement. We must not forget that we all have a duty to help reduce crime... neighborhood by neighborhood.

SAFER CITY

"I feel strongly that our city has experienced tremendous improvements over the last few years. There is definitely less crime. We are very happy with what's happening in our city."

**— Wofford Johnson,
President of Tampa
Homeowners,
An Association
of Neighborhoods**



Seven Years of Giving Back To The Community

United Way:.....\$820,115

Big Brothers & Big Sisters of Tampa Bay:.....\$263,606

Police Athletic League children served:.....2,205

Special Olympics Florida:\$336,000

Children's Cancer Center:.....\$259,000

Paint Your Heart Out hours donated:.....1,652



Photo: Tammy Bishop

**Crime Reduced 56%
Over A Seven Year
Period**

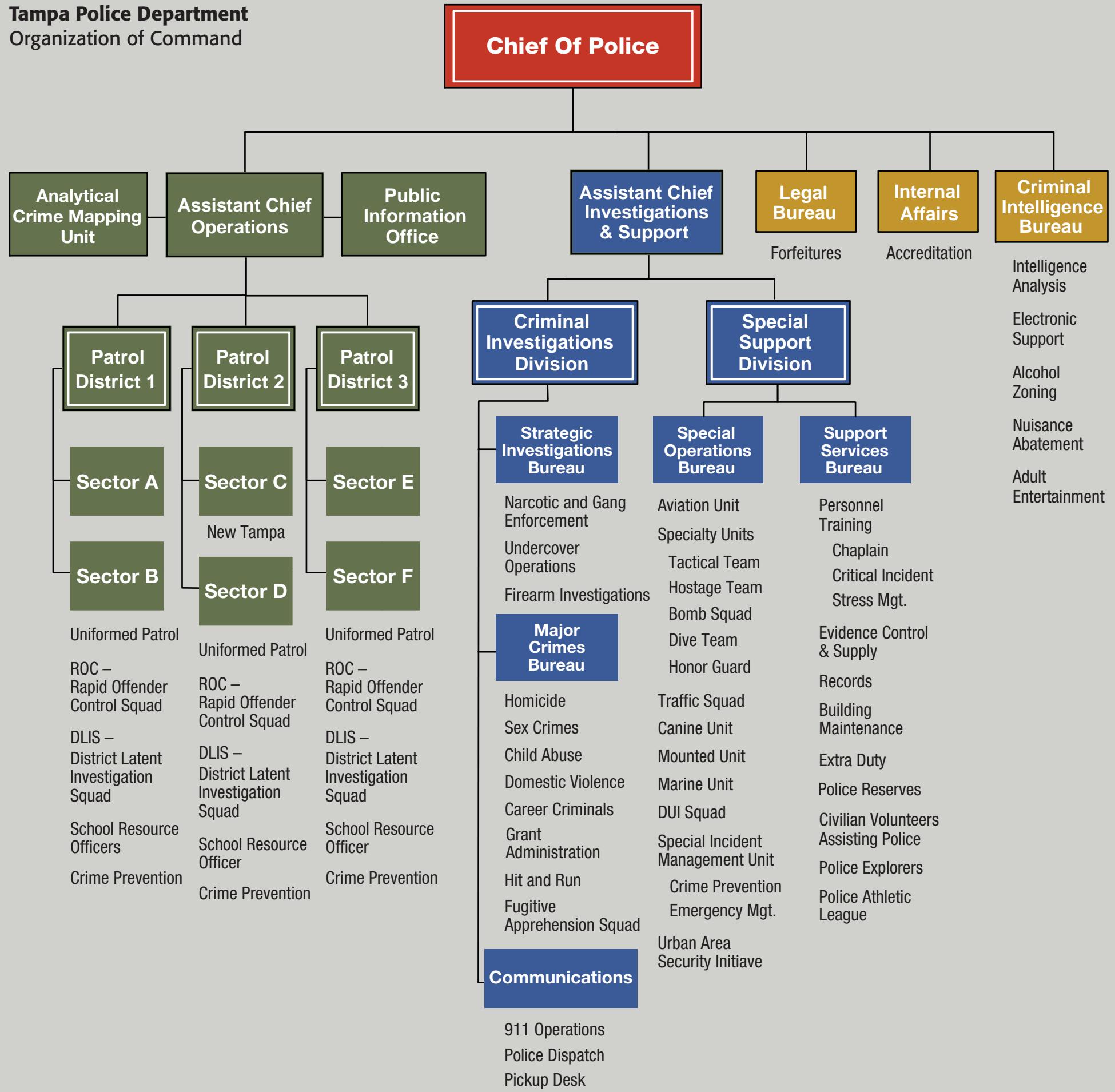
Tampa is a safer city with safer streets, safer neighborhoods and safer schools because we developed and implemented our strategic crimefighting plan. A great deal of hard work went into accomplishing our mission of reducing crime and improving the quality of life through a cooperative partnership with our community. Our plan was straightforward and our message was clear. With a new proactive approach to policing and a steadfast commitment to implementing our plan, we are proud to say Tampa is safer and our community is stronger. Our Focus on Four Plan began with creating manageable districts within the city and giving our law enforcement officers the resources necessary to make those districts autonomous. We set high productivity standards and unwavering levels of accountability within our organization. The Executive Staff provided the tools and technology needed to get the job done, then asked the officers to develop innovative initiatives to address the unique crime problems in their areas. Our crime reduction techniques were fluid. We valued what we learned from our mistakes and built on our successes. We became a very dynamic organization, able to adapt to ever changing crime trends and issues.

We continue to look to the past as well as the future to guide us in our relentless pursuit of improving public safety and reducing crime. The success of our past seven years of crime reduction validates our current philosophical and operational direction. The future, particularly considering the current economic climate, will prove challenging. We are confident that the men and women of the Tampa Police Department will continue to serve its citizens with the same dedication and commitment that has made our city safer.

City of Tampa's Crime Reduced 56%

**FOCUS ON FOUR
Crime Reduction Plan**

Tampa Police Department
Organization of Command



Tampa Police Department Executive Staff



Chief Jane Castor



Assistant Chief John Bennett



Assistant Chief Marc Hamlin



Major Sal Ruggiero



Major John Newman



Major Gerald Honeywell



Major Thomas Wolff



Major Sophia Teague



Laura McElroy
Public Information Officer



Kirby Rainsberger
Legal Advisor

FOCUS ON FOUR
Crime Reduction Plan

2009 Tampa Statistics

Murder20
Forcible Sex Offenses	111
Robbery909
Aggravated Assault	1,557
Burglary	3,501
Larceny	8,098
Motor Vehicle Theft	1,361

CITY

Tampa Citizens	339,365
Police Officers992
Miles	116.1 square miles
Officers per 1,000 residents ..	.3

CALLS FOR SERVICE

Citizen Initiated	220,914
Officer Initiated	392,516

ARRESTS

Number of Arrests	44,973
Adult Arrests	39,916
Juvenile Arrests	5,057

ASSAULTS

Aggravated	1,557
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AVIATION UNIT

Hours Logged	2,358
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BOMB TEAM

Officers12
Suspicious Packages64
Venue Sweeps56

DIVE TEAM

Officers14
Responses99
Recovered Items	
Value	\$553,800

DUI SQUAD

Officers13
Arrests	2,601

ECONOMIC CRIMES

Detectives7
Cases	1,869

EXTRA DUTY

Hours Worked	187,614
Revenue Generated	\$7,170,188

FLEET

Vehicles	1,276
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FORENSICS

Crime Scene Investigators20
Fingerprint Analysts6
Scenes Photographed	6,051
Mobile Crime Lab Deployed	5,851

GANGS

Officers11
Arrests	108
Covert Operations7

GUNS

Firearms Recovered890
Firearms Destroyed599
Federal Gun Traces397

HIT AND RUN

Detectives4
Hit and Runs803
Other Vehicle Crash Investigations428

HOMICIDE

Detectives10
Murders20

HONOR GUARD

Officers24
Events Worked48

HOSTAGE NEGOTIATION

Officers15
Call Outs11

K-9 UNIT

Officers14
Dogs15
Arrests177
Narcotic Searches585
Explosive Searches76

MARINE UNIT

Officers7
Boats5
Patrol Hours2,747
Safety Inspections2,771
People Rescued62

MOUNTED PATROL

Officers5
Horses7
Arrests140
Citations	1,036

NARCOTICS

Detectives31
Cocaine Seized412 pounds
Heroin Seized2 pounds
Marijuana Seized	5,061 pounds
Ecstasy Pills Seized5,500 pills
Methamphetamine Seized16 pounds
Pharmaceuticals22,000 pills
Street Value	
Seized Drugs	\$17,890,558

RESERVE FORCE

Reserve Officers117
Hours Patrolled15,000
Value	\$.334,500

SEX CRIMES/ FAMILY VIOLENCE

Detectives8
Domestic Violence Cases	3,202
Child Abuse Cases549
Adult Sex Crimes Cases468
Missing/Runaway Juveniles	1,533

SEXUAL PREDATORS/ CRIMINAL TRACKING UNIT

Detectives2
Sex Offender Checks Conducted296
Sex Offender Checks Coordinated395
Arrests/Warrants199

SPECIAL INCIDENT MANAGEMENT

Officers/Employees8
Events Managed7

SWAT/TRT

Officers24
Call Outs19

TRAFFIC UNIT

Officers17
Traffic Crashes6,114
Traffic Crash Reduction49.5%
Citations23,477

Demographics

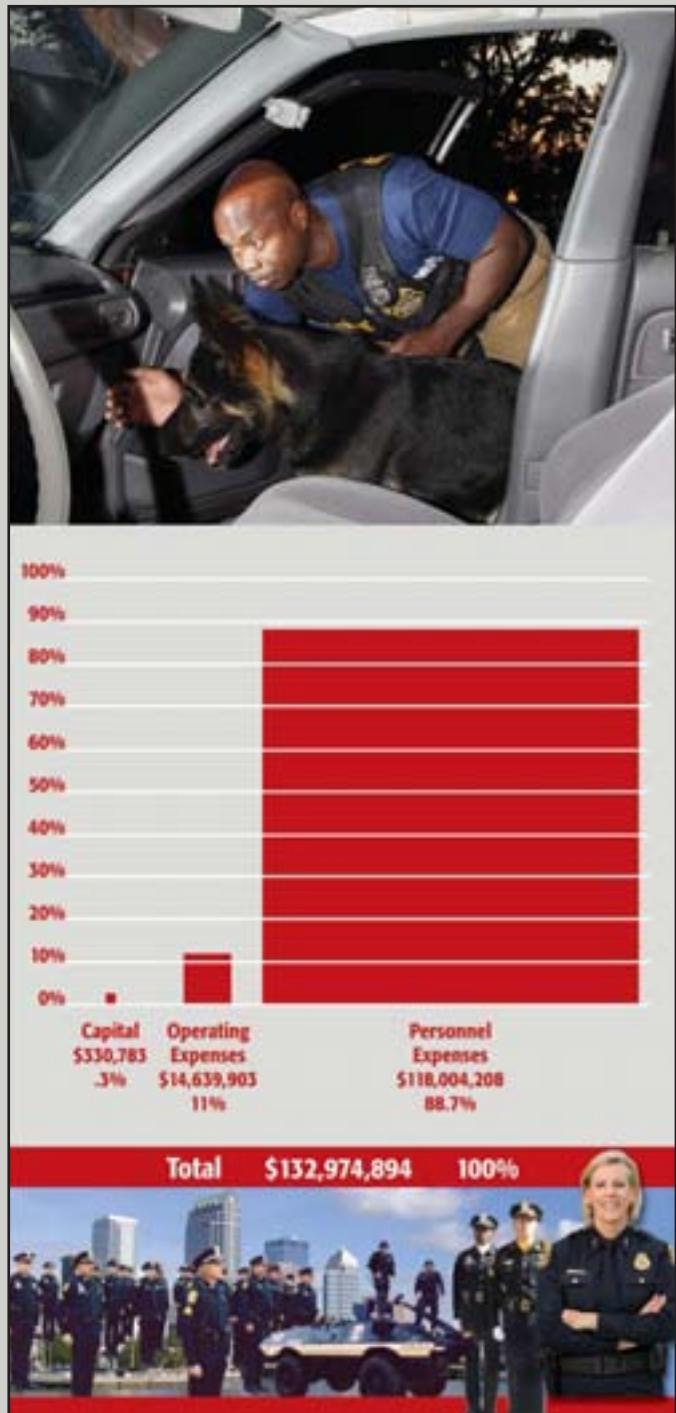
SWORN

	White		Black		Spanish		Asian		Am. Indian		Total
	M	F	M	F	M	F	M	F	M	F	
Executive5	2	1	0	.0	0	.0	0	.0	0	.8
%63% 25%	13%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
	White		Black		Spanish		Asian		Am. Indian		Total
	M	F	M	F	M	F	M	F	M	F	
Command24	4	5	1	.4	0	.0	0	.0	0	38
%63% 11%	13%	3%	11%	0%	0%	0%	0%	0%	0%	0%	
	White		Black		Spanish		Asian		Am. Indian		Total
	M	F	M	F	M	F	M	F	M	F	
Supervisory44	4	7	2	.8	4	.0	2	.0	0	71
%62% 6%	10%	3%	11%	6%	0%	3%	0%	0%	0%	0%	
	White		Black		Spanish		Asian		Am. Indian		Total
	M	F	M	F	M	F	M	F	M	F	
Entry/Other493	85	86	29	.107	21	.14	1	.3	1	840
%59% 10%	10%	3%	13%	3%	2%	0%	0%	0%	0%	0%	
Totals566	95	.99	32	.119	25	.14	3	.3	1	.957
%59%	10%	10%	3%	12%	3%	1%	0%	0%	0%	0%

CIVILIANS

	White		Black		Spanish		Asian		Am. Indian		Total
	M	F	M	F	M	F	M	F	M	F	
Managers/ Supervisors7	10	0	1	.2	2	.0	0	.0	0	.22
Professional/ Technical3	2	0	3	.0	0	.0	0	.0	0	.8
	White		Black		Spanish		Asian		Am. Indian		Total
	M	F	M	F	M	F	M	F	M	F	
Administrative Support41	105	18	46	.12	22	.2	2	.0	2	250
Totals51	117	.18	50	.14	24	.2	2	.0	2	.280
%18%	42%	.6%	18%	5%	9%	1%	1%	0%	1%	

2009 Budget



2009 Goals

Reduce Crime 5% → Achieved 15.8% reduction in crime

Reduce Expenditures to minimize impact on 2010 budget shortfall → reduced expenses by: \$18,050.00 and increased revenue by: \$584,421.00

Reduce Traffic Crashes → Crash investigation policy changed mid-year to reflect state statute making it impossible to calculate

Achieved



2009 Annual Award Recipients

OFFICER OF THE YEAR
MPO David P. Shepler, Sr.



**CHIEF'S COMMUNITY
POLICING AWARD**
Officer Jason A. Lindemann



**MAJOR DAVID FAIRBANKS
MEMORIAL AWARD**
Detective Rick J. Landry



**BELL/CHILDERS
MEMORIAL AWARD**
A. Wayne Chalu



EMPLOYEE OF THE YEAR
Thomas G. Gonzalez, Jr.



CITIZEN OF THE YEAR
Jennifer Currie Bellomo



**RESERVE OFFICER
OF THE YEAR**
John Thararuck



**C.V.A.P. VOLUNTEER
OF THE YEAR**
Bruce D. Osborn



PARTNERSHIP OF THE YEAR AWARD

Dr. Judith D. Rainone



Kevin M. Plummer



BUSINESS PARTNERSHIP OF THE YEAR

CBS OUTDOOR - Rusty McClelland



2009 Awards

Month.....Officer of the MonthEmployee of the Month

January.....	Det. Gary Sandel.....	Shannon Kessler
February.....	Cpl. Brian Bridgmon.....	Carmen Aguero
March.....	Lt. Eric Ward	Janelle McGregor
April.....	MPO David Shepler.....	Thomas Gonzalez
May.....	Det. Anthony Tyson	Lauren Hurst
June.....	Det. Kevin Durkin	Yariela Burkett
July	MPO Patrick Davis	Bob Cal
August	Det. Raymon Estevez	Michelle Moore
September	Ofc. Susan Harmison	Hexe Brown
October	Ofc. Shane Gadoury	Katie Niedorf
November	Det. Jeff McGrath.....	Wendell Vazquez
December	Det. Melanee Holder.....	Lydia Pizarro

The Focus on Four Plan drove down Tampa's crime rate 56% in seven years. Critics ask, "What's in a number?" The answer is simple: 20,000 fewer crime victims in the city we call home. To learn more about the Tampa Police Department's Focus on Four Plan, call (813) 276-3799 or visit www.tampagov.net/police.

FOCUS ON FOUR
Crime Reduction Plan

**CRIME
DOWN
56%**

SAFER CITY

SAFER NEIGHBORHOODS

SAFER STREETS

SAFER SCHOOLS